

News Letter

AMERICAN MANAGEMENT
ASSOCIATION

20 Vesey Street

New York, N. Y.

No. 30.

June 15, 1926.

Research Program for 1926-1927

More and more the Association is making its plans for the study of subjects, which later will be discussed at the conventions of the Association, months and even as much as five years in advance. The Research Program Committee appointed by President F. L. Sweetser after the Winter Convention is as follows:

H. B. Gilmore, Secretary, Western Electric Company, *Chairman*.

S. L. Nicholson, Acting Vice President, Westinghouse Electric & Mfg. Company.

H. B. Bergen, Manager, Personnel Department, Henry L. Doherty & Company.

H. Keyes Eastman, Factory Manager, The Hills Brothers Company.

Chester P. Grassmuck, Director, Department of Planning and Research, Tide Water Oil Company.

John C. Orcutt, Vice President, Irving Bank-Columbia Trust Company.

C. S. Ching, Supervisor of Industrial Relations, United States Rubber Company.

Already the results of several investigations undertaken prior to 1926 have been presented at conventions of the Association during the year. Topics, the study of which has already been completed, the results presented and published, are as follows:

An Appraisal of Relative Merits of Types of Rating Scales and Their Use, by Dr. Max Freyd, Personnel Research Federation.

Vacation Principles and Practices for Persons of Responsibility—An Appraisal of Policy, by Daniel Bloomfield, Manager, Boston Retail Trade Board.

The Cost of Representative Employee Company Publications, by John Mills, Director of Publication, Bell Telephone Laboratories, Inc. and A. R. Thompson, Publicity Department, Bell Telephone Laboratories, Inc.

Budgeting Man Power, by Earl B. Morgan, Manager, Employment & Service, The Curtis Publishing Company.

Administrative Problems of Part Time Education. Report of Committee, E. E. Sheldon, Supervisor of Training, R. R. Donnelley & Sons Company, *Chairman*.

Employee Investments in Company Securities, by Glenn A. Bowers, Industrial Relations Staff, Curtis, Fosdick & Belknap.

Measuring Office Output:

The Status of Measuring Office Work
Marion A. Bills, Assistant Secretary,
Aetna Life Insurance Company

Units of Measurement for Office Work
Wallace Clark, Consulting Management
Engineer

A Specific Case of Measuring in the Office
A. S. Donaldson, Assistant General
Manager, R. H. Macy & Co., Inc.

The Technique of Determining the "One
Best Way"

B. Eugenia Lies, Director of Planning,
R. H. Macy & Co., Inc.

The following subjects will be presented at
the Autumn Convention at Cleveland, on Octo-
ber 13, 1926:

Lessons for Business from the Organization
of the General Staff of the Army. Report
of a Committee on Industrial Lessons
from Army Procedure, Arthur H. Young,
Industrial Relations Counselors, *Chairman*.

Handling Employment in a Period of Declin-
ing Business, by Katherine Huey, Em-
ployment Department, Kodak Park Works,
Eastman Kodak Company.

Pre-Retirement Disposition of Older Em-
ployees, by Bennet F. Schauffler, Employ-
ment Manager, Philadelphia Rapid Tran-
sit Company.

Organization Manuals and Charts—subject
to be assigned.

The following topics will be studied and
the results presented at the Winter Convention,
probably in February 1927:

Decentralized Responsibility and Central-
ized Control.

The Relation of Forecasting External Con-
ditions to Budgeting.

Supervision and Leadership Expressed
Through Organization and Budgeting.

Job Analysis as a Means of Improving
Methods Including Organization and Bud-
geting.

The Scope of Public Relations Activities,
by W. S. Vivian, Director of Public Re-
lations, Middle West Utilities Company.

Company Policy Regarding Employee Wel-
fare Illustrated by Reference to Recrea-

tion and Athletics, by H. A. Nye, Director of Industrial Service, Erie Plant of the General Electric Company.

College Women in Business, by Louise Moore, Employment Service Manager, Dutchess Manufacturing Company.

The following additional topics have been assigned for study but the time and place of presentation of the reports is subject to later determination.

Trends in Personnel Policies, by a Committee, J. W. Dietz, Secretary, Personnel Committee, Western Electric Company, *Chairman*.

Training Men on the Job, by John A. Stevenson, 2nd Vice-President, Equitable Life Assurance Society.

Measuring Morale, by a Committee, Dr. Henry C. Metcalf, Director, Bureau of Personnel Administration, *Chairman*.

Company Stores, by H. Gilbert Francke, Service Manager, Pacific Mills.

The Technique of Training, by H. G. Kenagy, Director of Training, Armour and Company.

Measuring Office Output, by a Committee, John Mitchell, Bureau of Methods, General Electric Company, *Chairman*.

Detecting and Measuring Junior Executive Talent, by Dr. W. W. Charters, Professor of Education, University of Chicago.

Developing Junior Executive Talent, by Dr. W. W. Charters, Professor of Education, University of Chicago.

Economics for Employees, by John S. Keir, Economist, Dennison Manufacturing Company.

Personal Problems in Personnel Administration, by Dr. C. S. Yoakum, Personnel Management, School of Business Administration, University of Michigan.

Supervision of Field Sales Forces—subject to be assigned.

Developing the Field Managerial Staff—subject to be assigned.

The Board of Directors has adopted a new and more workable method of conducting these investigations. The subject is assigned for investigation to the best qualified man available rather than to a committee, the Chairman of which in the past usually did ninety per cent of the work. Under the new method the person to whom the subject is assigned will assume full responsibility for his conclusions and receives full credit for his work. He is

expected, however, to secure all of the advantages of the former committee system by consultation with a reasonable number of persons who can pass judgment on the scope of the study, the thoroughness of the investigation and the soundness of the conclusions. These conferees ultimately recommend the representation of the report at a convention of the Association. A Publications Committee, taking into consideration the viewpoint and range of interests of the membership, finally passes judgment upon the advisability of publishing the paper as a substantial contribution to the knowledge of management. In other words, those publications of the Association which are a part of the research program of the Association must have stood the scrutiny of a group of conferees of the author and finally the Publications Committee as well as having the original authorization of the Research Program Committee. In this way the publications of the Association will, it is believed, reach a still higher quality standard than in the past.

Bethlehem Review No. 11

The 11th issue of *The Bethlehem Review*, published by the Bethlehem Steel Company, contains an exceedingly fine statement of the new employees' benefit plan organized by the Bethlehem Steel Company. Members of the Association may secure copies by writing to J. M. Larkin, Assistant to President, Bethlehem Steel Company, Bethlehem, Pa.

New Memberships

The following Company members have joined the Association since May 15, 1926:

Birdsall Brothers Company
Craftex Company
Fairbanks, Morse & Co., Inc.
Gilbert & Barker Manufacturing Co.
The Hartford Steam Boiler Inspection and Insurance Company
The Leeds & Northrup Company
Macwhyte Company
Marland Refining Company
The Pilgrim Steam Laundry Company
Radio Corporation of America
E. H. Rollins & Sons
The Vitrolite Co.

The following individual members have joined the Association since January 15, 1926:

Individual members—121
Professors—13
Juniors—40
Libraries—8
Students—11

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Financial and Office Management Literature

- ☐ The Office Supervisor's Part in Training, by W. H. Leffingwell, President, The Leffingwell Ream Company.....\$.75
- ☐ Service Ratings for Office Employees, by Fred Telford, Chief of Staff, Bureau of Public Personnel Administration75
- ☐ Meeting and Minimizing Peaks in Office Work, By Henry W. Cook, Vice President, Northwestern National Life Insurance Company..... 1.00

Production Management Literature

- ☐ The Foreman's Place in a Training Program, by Frank Cushman, Chief, Industrial Education Service, Federal Board for Vocational Education..... .75
- ☐ Determination of Base Rates for Manual Workers as a first step toward Merit Rating, by Virgil M. Palmer, Engineer, Industrial Economy, Eastman Kodak Company..... .75
- ☐ Planning and Maintaining a Regular Flow of Work and Employment, by Merrill R. Lott, Personnel Director, Continental Baking Corporation, and others 1.00

These reports are available to non-members
at the above prices.

For additional copies

20% Discount to Individual Members

50% Discount to Company Members

AMERICAN MANAGEMENT ASSOCIATION
20 Vesey Street New York, N. Y.

Please send me your Management Literature as
checked above.

Name
 Title
 Company
 Address

Sales Management Literature

- ☐ Some Difficulties to be Encountered in Determining Sales Quotas, by Donald R. G. Cowan, Commercial Research Department, Swift & Company.....\$.75
 - ☐ Territorial Market Analysis, by H. G. Weaver, Assistant to Director, Sales Section, General Motors Corp..... .75
 - ☐ Rating Scales for Improving the Efficiency of Salesmen, by H. G. Kenagy, Director of Training, Armour and Company75
 - ☐ Sales Quotas Based on Market Analysis, By Everett R. Smith, The Fuller Brush Company75
 - ☐ The Sales Supervisor's Part in Training, By Jay Ream, Assistant Superintendent of Agencies, Mutual Benefit Life Insurance Company..... .75
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General Management Literature

<input type="checkbox"/>	Credit Unions—Their Operation and Value, by Roy F. Bergengren.....	\$.75
<input type="checkbox"/>	Employee Investments in Company Securities, by G. A. Bowers.....	
<input type="checkbox"/>	Budgeting Man Power, by Earl B. Morgan75
<input type="checkbox"/>	The Changing Economic Status of Labor, by T. N. Carver.....	.75
<input type="checkbox"/>	An Appraisal of Relative Merits of Types of Rating Scales and Their Use, by Max Freyd.....	.75
<input type="checkbox"/>	How to Help the Employee Work Out His Own Insurance Program, by W. A. Schnedler40
<input type="checkbox"/>	What's Ahead for Management?, by Lillian M. Gilbreth.....	.75
<input type="checkbox"/>	Setting Up a Forecasting Program, by Albert Bradley.....	.75
<input type="checkbox"/>	A Successful Savings Plan for Employees, by J. F. Tinsley.....	.75
<input type="checkbox"/>	Rating in Theory and Practice at the Dennison Manufacturing Company, by John A. Garvey.....	.75
<input type="checkbox"/>	Cost of Representative Employee Magazines, by John Mills.....	.75
<input type="checkbox"/>	Building and Loan Associations, by R. D. VanDuzer.....	.75
<input type="checkbox"/>	Vacation Principles and Practices for Persons of Responsibility—An Appraisal of Policy, by Daniel Bloomfield75
<input type="checkbox"/>	Administrative Problems of Part-Time Education, by E. E. Sheldon.....	.75
<input type="checkbox"/>	The Line Executive's Part in Training, by John A. Stevenson.....	.75

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